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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Fourth annual progress report on the implementation of the global field support strategy

Report of the Secretary-General

Summary

In his initial report on the global field support strategy (A/64/633), a transformative strategy for improving global service delivery to United Nations field missions, the Secretary-General proposed a five-year implementation horizon to deliver important structural and process changes for improving field support provision to United Nations peacekeeping operations and special political missions.

In its resolution 64/269, the General Assembly requested the Secretary-General to submit an annual progress report on the implementation of the global field support strategy. The Advisory Committee on Administrative and Budgetary Questions, to ensure better coordination of the progress reports, requested the Secretary-General to consider alternative arrangements to improve reporting on the strategy, given the scale and scope of the changes envisaged as a result of the strategy and to facilitate further decision-making by the Assembly on its implementation (A/66/718, paras. 189 and 191).

The Secretary-General is therefore submitting two reports on the implementation of the global field support strategy to the General Assembly at its current session in the form of the present, fourth progress report on the implementation of the strategy and two dedicated annexes to the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015: annex I presents the performance framework and cost-benefit information for the global field support strategy and annex II updates information on the Regional Service Centre at Entebbe, Uganda.

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In its resolution 66/264, the General Assembly requested the Secretary-General to submit to the Assembly an end-state vision for the global field support strategy. In the third annual progress report on the implementation of the strategy (A/67/633), the Secretary-General presented an end-state vision for the strategy that explained in detail how the structural changes under the strategy would transform service delivery by June 2015.

The present report provides the refined end-state vision for each of the pillars of the global field support strategy and the approach for achieving each of those end states. The report provides an update on the management tools in place to deliver the end-state vision and an assessment of the benefits achieved in 2012/13 against the objectives of the strategy. It also highlights two important priorities that will inform the final phase of implementation. The first is to ensure that the global field support strategy delivers field-focused results in support of the continuing surge in demand for innovative field support solutions. The second is effective alignment with the Secretariat's enterprise-wide solutions, Inspira and the enterprise resource planning project (Umoja), and the International Public Sector Accounting Standards.

I. Introduction

1. Eighteen months remain in the five-year implementation timeline of the global field support strategy. The strategy has provided the Secretariat with a compelling, forward-looking vision for integrated global service delivery in support of United Nations field missions. The present report presents a refined end-state vision for the four pillars of the strategy. It provides an update on implementation management and oversight tools, including strengthened governance and client engagement arrangements and an enhanced implementation plan and risk management tools, as well as a more comprehensive approach to benefits reporting. It emphasizes the importance of delivering the principles and tools of the global field support strategy in the field during this final phase, and close alignment with Secretariat-wide change processes.

II. Refining and delivering the end-state vision

2. The third progress report on the implementation of the global field support strategy (A/67/633) set out an end-state vision for the main implementation levels of the strategy: Headquarters, the Global Service Centre, the Regional Service Centre in Entebbe, Uganda, and field missions. Building upon that report, the end-state vision has been refined and expanded to embrace all the pillars of the global field support strategy. Six end-state articulations have been developed:

- End state for the financial framework and strategic resourcing
- End state for the human resources framework
- End state for shared services
- End state for supply chain and modularization
- End state for process re-engineering and alignment with other change initiatives
- End state for functional specialization and organization

3. Annex I to the report of the Secretary-General on the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015 presents further details on each of these end states, including concrete achievements to be realized by each pillar and a performance management framework with measurable targets for June 2015.

A. End state for the financial framework and strategic resourcing pillar

4. The financial framework and strategic resourcing pillar of the global field support strategy will enable the following end state by June 2015: **missions will be able to consistently respond to emerging priorities and deliver resource efficiencies in line with the demands of complex operational environments. Standardized resourcing models and allocations, in conjunction with expanded access to strategic reserves, will improve the establishment of new missions and the expansion of existing ones. Resource management, reporting and accountability frameworks will be strengthened through the implementation of**

the International Public Sector Accounting Standards (IPSAS) and the enterprise resource planning project (Umoja).

5. To achieve this end state in the next 18 months, the Secretariat will focus on the following areas within the financial framework and strategic resourcing pillar:

(a) The Secretariat will continue to apply the standard funding model as a tool to deploy resources rapidly for newly mandated operations and to preserve budgetary discipline in the start-up of operations and support the enhanced use of the Peacekeeping Reserve Fund and strategic deployment stocks. In addition, the model will continue to enhance legislative scrutiny by normalizing a process for sourcing funding for the first year of a new operation. Based on the lessons learned from its initial use in the establishment of the United Nations Mission in South Sudan (UNMISS), the standard funding model has been revised to respond to the diverse circumstances often associated with modern peacekeeping operations, including the development of greater flexibility around a small set of key resourcing drivers to incorporate mission-specific planning information. The revised standard funding model has now been applied in the establishment of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), in accordance with General Assembly resolution 67/286, and further lessons will be drawn and refinements applied as needed;

(b) The finance and strategic resourcing pillar of the global field support strategy will continue to deliver a broader positive impact in new peacekeeping and special political missions through the use of the expedited financing mechanisms available to the Secretariat. These include the Secretary-General's unforeseen and extraordinary provisions, commitment authorities with the concurrence of the Advisory Committee on Administrative and Budgetary Questions and the reprioritization of the appropriation for special political missions as a temporary financing mechanism. Over the course of the implementation of the strategy, these mechanisms have supported two new peacekeeping missions and four new special political missions, as well as expanded mandates in three existing missions;

(c) With respect to resource efficiencies, the Secretariat will continue to focus on managing the cost structure of peacekeeping by continuing its efforts at reducing resourcing requirements, absorbing price growth and successfully balancing mandate delivery against financial constraints. The success of these efforts to date is evidenced by the fact that under the global field support strategy, overall peacekeeping costs in 2013/14 are 11 per cent lower than in 2009/10 when measured as the cost per capita of uniformed United Nations personnel and adjusted for inflation. This significant shift in costs has been achieved through a sustained effort to identify portfolio-wide economies of scale and cost reductions, including through the Department of Field Support Resource Efficiency Group. In the next 18 months, the development of major resource priorities for each mission, civilian staffing reviews and the establishment of standard resourcing allocations, prices and scorecards will continue the drive for more efficient allocation of resources across the portfolio. Examples of initiatives to date include:

(i) Reduced holdings and allocations of spare parts, equipment, personal information and communications technology equipment, and vehicles for which there are established ratios;

(ii) Sharing of strategic high-value assets across missions where appropriate;

(iii) Renegotiating turnkey rations contracts, benefiting from clearer performance criteria that ensure compliance with quality, safety and delivery benchmarks, significantly reducing daily ration costs;

(iv) Optimization of mission air fleets;

(v) Deferral of asset acquisitions;

(d) Another important development is the promulgation of a standardized cost-benefit analysis methodology to support the decision-making process for projects to be undertaken across field operations. The tool will provide a common framework for project managers to assess and propose resourcing decisions and monitor their impact;

(e) While comprehensive updates on the implementation of IPSAS are provided through regular progress reports of the Secretary-General, it is important to note in this context that a number of key milestones have been reached. IPSAS commenced in all peacekeeping missions as of 1 July 2013 and will commence on 1 January 2014 for all special political missions;

(f) Complementing these advances in reporting standards and systems, the Secretariat has taken the step of rationalizing the budget and finance functions in field missions through the creation of a single structure encompassing the previously separate functions. A single structure under a new chief budget and finance officer function will serve to strengthen critical capacities, realize efficiencies and leverage the opportunities provided by IPSAS and Umoja. In the missions supported by remote shared services entities, this function, free from high levels of transactional work, will be able to play a more effective advisory and enabling role in support of the Director of Mission Support.

B. End state for the human resources pillar

6. The human resources pillar of the global field support strategy will enable the following end state by June 2015: **field missions will be acquiring required civilian staff and non-staff capacity through optimized business processes, appropriate delegations of authority and effective monitoring systems and maintain staff productivity through programmes that promote security and safety, enhance quality of life and provide opportunities for development.**

7. Priority activities to achieve this end state in the next 18 months include:

(a) The establishment of a workforce planning framework to enable the Secretariat to better forecast and manage the future workforce of missions. This effort will draw upon the initial experiences of the Field Service Review and the civilian staffing reviews undertaken in the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Operation in Côte d'Ivoire (UNOCI) over the past year. Those reviews have drawn upon the objectives and principles of the global field support strategy, including lighter support footprints, rapid deployment, greater use of national resources and capacity, and improved safety and security of staff;

(b) Mapping of current and forecasted capacity gaps in missions, as well as lessons learned from the use of rosters in MINUSMA and the United Nations

Assistance Mission in Somalia (UNSOM) in the last year, which will feed into the further development of roster requirements, skills development and outreach efforts;

(c) Efforts to match roster requirements with appropriately qualified candidates, which will include outreach efforts focusing on encouraging applications from nationals from troop- and police-contributing countries and a concerted effort to improve gender balance and help manage the transition of staff from downsizing missions;

(d) Oversight of and support for delegations of authority in human resources management, which will include skills development and training certification of human resources personnel in shared service entities and missions;

(e) Succession management efforts, which will include the establishment of prerequisite experience and skills for senior managers and linking them to revised job profiles and training plans;

(f) Improvements to human resources business information, which will focus on the development of regular reports on recruitment and deployment timelines following the inclusion of reporting on staffing timeline data in the human resources management scorecard system, gender balance, turnover, retention and mobility.

8. These efforts under the human resources pillar will ensure that field missions are well supported in planning for and responding to their anticipated civilian capacity requirements, provide field missions with faster access to the right people and ensure that civilian personnel assigned to field missions are well cared for in terms of their conditions of service, quality of life and opportunities for development. It also will provide for better support to and monitoring of the managers and human resources management practitioners in field missions that are directly responsible for the prudent, effective and efficient stewardship of the human resources placed in their trust.

C. End state for supply chain management and modularization

9. By 2015, the supply chain management and modularization pillar of the global field support strategy will have made significant progress towards the following end state: **missions and Headquarters will be better able to anticipate, identify and respond to requirements for goods and services in the field. Field missions will be supported through improved goods and services sourcing, enhanced global asset management and an optimized material management system. Field missions will have the capacity to respond in a timely manner to requirements by drawing on a range of deployable individual modules and enabling capacity.**

10. As noted in the Secretary-General's third progress report, the supply chain management pillar substantially expanded the earlier modularization focus of the global field support strategy. The supply chain management approach seeks to update and enhance the Secretariat's management of the complex network of systems contracts, life support contracts and equipment supply lines owned by the United Nations that support field missions in more than two dozen far-flung, often insecure and infrastructure-poor mission areas ranging from Mali to Afghanistan, from Somalia to Syria and from Haiti to Darfur.

11. In March 2013, the Department of Field Support developed its initial supply chain management concept, which laid out a broad vision for this pillar. A departmental supply chain management policy and an implementation plan for the pillar are now under development. An initial implementation agenda for the supply chain management pillar has been developed under the auspices of the Steering Committee for the Global Service Centre. The following activities have been identified while a longer-term implementation plan is being developed:

(a) A rightsourcing project is to be led by the Logistics Support Division and the Global Service Centre of the Department of Field Support in coordination with Secretariat partners. This project is designed to improve mission acquisition planning, achieve better utilization of and reductions in global inventories and implement the "clearing house" concept in the Global Service Centre to ensure that mission requests for assets are considered thoroughly in order to ensure that the best sourcing decision is made in the light of available stocks as well as procurement options. The project will be launched in early 2014 and will focus on the establishment of the clearing house approach, and in 2014/15 will address acquisition planning;

(b) A review of mission-level supply chain management processes and structures will be undertaken in 2014 by a task force of field and Headquarters personnel reporting to the senior management of the Department of Field Support. The objective is to ensure that mission-level good practices in supply chain management, such as centralized warehouses and stock control, are applied appropriately across different mission contexts. It will also be an opportunity to review mission-level good practices in optimizing local and regional supply chains;

(c) Development of the supply chain management pillar is being coordinated closely with the Umoja business process owner for logistics so as to ensure optimal alignment between the Department's supply chain efforts and the design of the Umoja extension for logistics.

12. The modularization programme remains an integral part of the supply chain management pillar, with a particular focus on rapid deployment of quality modular solutions. Reviews of the 50-, 200- and 1,000-person designs will all be complete by July 2014. The communications effort on modularization has been modified to promote better understanding among clients that solutions should include both camps and the use of individual specialized modules. In Mali, this approach is now being put into practice with the deployment of individual modular packages for MINUSMA, including accommodation modules, workshops, kitchens, ablutions modules, generator modules, water management modules and wastewater treatment modules.

13. The major challenge for rapid deployment of modularized camps is the absence of timely, reliable enabling capacities. The Department of Field Support and the Department of Management continue to seek commercial solutions for enabling capabilities, and a first request for proposals for a 200-person camp is nearing finalization. In the meantime, smaller modules are being established by mission support teams, which draw on United Nations resources deployed from Brindisi, Italy. In the face of the high demand for this capacity, a "global mission support team" concept is under development that would draw upon a wider pool of expertise from missions to deploy for short periods for specific needs.

14. In parallel, options for rapidly deployable enabling solutions from uniformed personnel will be pursued with troop-contributing countries. The Department of Peacekeeping Operations and the Department of Field Services will develop options for engaging Member States to ensure that relevant modular designs, along with the associated engineering and construction requirements, are available for incorporation into national training and preparations for deployment. Modular designs will also be reflected in work being led by the Office of Military Affairs with Member States to develop a manual for engineering standards.

D. End state for shared services

15. The shared services pillar of the global field support strategy will enable the following end state: **missions will be receiving consistent, timely, efficient and effective support services through streamlined and standardized service delivery of non-location-dependent functions from remote locations determined on the basis of a business case analysis.**

16. The objectives of the shared services approach are:

(a) To increase efficiency by centralizing and streamlining non-location-dependent processes that can be scaled up or down according to the mandates, resources and the demand from client missions;

(b) To ensure higher quality and more consistent client service by standardizing services, stimulating best practice through co-location and managing performance on the basis of agreed service delivery standards and common management tools;

(c) To enable more family-friendly, safer living conditions for staff and lower turnover by transferring non-location-dependent roles away from missions to remote service providers in less volatile environments;

(d) To deliver cost savings through economies of scale by eliminating redundancies, streamlining, specializing and centralizing functions, and also reducing mission support footprints.

17. The Secretariat will focus its efforts in the remaining period on two principal activities: (a) strengthening common management and oversight tools for shared service delivery in support of continued standardization and service improvement; and (b) identifying an optimal global shared services architecture so as to expand the benefits of shared services delivery to all peacekeeping and special political missions, and to maximize opportunities afforded by the United Nations enterprise resource planning tools, in particular Umoja.

18. Based on the experience with shared services delivery to date, the Department of Field Support has identified good management practices for delivering shared services to United Nations field missions. These include the need for service level agreements, service targets, key performance indicators and performance reporting frameworks to improve service consistency and quality. The Department is working to develop a suite of common management tools, drawing on lessons and best practice from the Global Service Centre and the Regional Service Centre, as well as from the Kuwait Joint Support Office and entities within the United Nations common system.

19. The second priority for achieving the shared services end state is the shared services review that is now under way to determine the most appropriate way to expand shared services delivery to all missions led by the Department of Peacekeeping Operations and the Department of Political Affairs. The review will examine the current shared services configuration to identify an optimal shared services global architecture for support to field missions. The review will analyse options for consolidating the existing diverse arrangements for shared services provision. The review will be produced based on the shared services objectives identified above and established criteria for guiding the analysis. In this context, the review will take fully into account General Assembly guidance on service centres and, in particular, the requirement that proposals be scalable and able to expand and contract as required based on the size, mandate and demand from special political and peacekeeping client missions.

20. The review will assess current and projected demands in field operations, as well as the significant anticipated impact of the Umoja and Inspira enterprise resource planning solutions as enablers of global services provision. This will ensure that the global field support strategy is aligned with system-wide changes, including by evolving the regionally focused logic of shared service delivery for missions towards the more global approach available through the Umoja-driven process automation. With this in mind, future shared services configurations under the global field support strategy will seek to avoid significant new regional infrastructure investments in the near term, and until the Umoja end state is further clarified. Accordingly, the Secretariat will at this time refrain from pursuing the establishment of two additional regional service centres in the Middle East and West Africa, as had been proposed in paragraph 84 (b) of the Secretary-General's second progress report on the implementation of the global field support strategy (A/66/591), in favour of analysing a wider range of options for delivering shared services from appropriate locations under a common management framework.

21. The analysis will also consider the requirements for business continuity in the event of crisis or service disruption, and in particular the ability to transfer high-volume transaction loads to other sites in such an eventuality. The review will be carried out in close dialogue with the Department of Management, and the Umoja team in particular, as well as with the Department of Political Affairs, the Department of Peacekeeping Operations and field missions.

E. End state for process re-engineering and alignment with other change processes

22. The final phase of implementation of the global field support strategy intersects with the roll-out of Umoja and the other enterprise-wide solutions across the Secretariat. Alignment with these change management efforts has now been embedded as a cross-pillar end-state objective to be achieved by June 2015: **a culture of continuous business improvement will be in place in order to ensure effective delivery of end-to-end field support services. Processes will have been configured to maximize the benefits of the Umoja solution.**

23. The global field support strategy was launched in 2010 in anticipation that the then nascent enterprise-wide Inspira, Umoja solutions and IPSAS would bring about additional significant change for the Secretariat as a whole. In 2012 and 2013 in

particular, the Department of Field Support has dedicated significant time and resources to help deliver these efforts towards change through mission support components in peacekeeping missions and shared services entities. The Regional Service Centre and Global Service Centre have been important resources for supporting the launch of IPSAS and Umoja in peacekeeping missions on 1 November 2013. For example, in the lead-up to that Umoja launch date, more than 20,000 open Sun financial system transactions were validated and over 2,700 open purchase orders were reconciled at the Regional Service Centre. The Global Service Centre has served as the central help desk facility for post-launch support for Umoja implementation in field missions. The strong working relationships established in that process will be leveraged for the roll-out of Umoja to all special political missions, MINUSMA, the United Nations Military Observer Group in India and Pakistan (UNMOGIP) and the United Nations Truce Supervision Operation (UNTSO) in 2014 and for the Umoja extensions. At the Headquarters level, important linkages have been developed to support this alignment effort. The Under-Secretary-General for Field Support is a full participant in the Umoja Steering Committee and the Umoja business process owners are represented on the Global Field Support Strategy Steering Committee.

F. End state for organization and functional specialization

24. By June 2015, **the support functions performed at the Department of Field Support in the shared services entities and in field missions will have more clearly delineated strategic, operational and transactional roles and responsibilities, and will be providing more specialized, standardized and streamlined support to clients.**

25. The third progress report on the implementation of the global field support strategy provided a detailed end-state vision for each of the implementation levels: Headquarters; Global Service Centre; Regional Service Centre; and field missions. Accordingly, this section provides a brief summary of the end states by level as well as updated information for each of the implementation levels.

Headquarters

26. By June 2015, and in accordance with General Assembly guidance, the Department of Field Support will have delineated its strategic, operational and transactional functions, and its focus will have shifted towards the more strategic roles of engaging with Member States; planning and guidance; and oversight, quality assurance and monitoring of field and shared services implementation. Authorized transactional and operational functions that are not dependant on substantive engagement by Member States will have been transferred to service centres and the field.

Global Service Centre

27. By June 2015, the Global Service Centre will be the global hub for the operational management of the supply chain for property, plant and equipment, with a particular focus on global asset management and support to mission acquisition planning. The Centre will provide support services throughout the life cycle of field missions by delivering services and enabling capacity for start-up, sustainment,

downsizing and liquidation of field missions. The Centre's role in administrative shared services provision for missions will be reviewed and redefined in line with the shared services review described under the shared services end state. At present, the Global Service Centre provides effective back-office support to the United Nations Support Mission in Libya (UNSMIL) in administrative and technical areas. In addition, acquisition planning and procurement support services are delivered remotely by the Centre to the United Nations Office for West Africa and the United Nations Regional Office for Central Africa.

28. The information and communications technology facilities and services in Valencia, Spain, and Brindisi, Italy, will continue to provide resilient information and communications technology and geospatial services to peacekeeping operations, special political missions and, as appropriate, the funds and programmes of the United Nations and its agencies. The Valencia facility was proposed in the reports of the Secretary-General on the budget for the United Nations Logistics Base in Brindisi (A/63/824 and Corr.1 and A/64/698) and is included in the budgets for the base, and was approved by the General Assembly in its resolution 63/262. Until the end of the global field support strategy implementation period, the Valencia facility will remain as a dedicated information and communications technology facility.

Regional Service Centre

29. By June 2015, the Regional Service Centre will be delivering consistent, standardized and efficient service delivery to current and potential future client missions. Annex II to the overview report on the financing of peacekeeping operations for the period from 1 July 2014 to 30 June 2015 provides additional detail on the objectives and plans of the Centre. The administration by the Centre of entitlements, claims and benefits will have been re-engineered into end-to-end "service lines" in alignment with Umoja, in order to handle high volumes of transaction processing. In accordance with the guidance provided by the General Assembly, the structure and staff levels of the Centre will remain scalable, both upward, should new client missions be added, or downwards in the event of missions downsizing or closing in the region.

30. As noted under the shared services end state, a shared services review will help determine the optimal configuration for shared services, including through an analysis of how to build on existing infrastructure rather than expanding to two additional regional service centres. Without prejudice to the results of that analysis, the Secretariat is intent on examining the options for widening the client base of the Regional Service Centre and to ensure that this capacity can be utilized for the greatest possible number of client missions. In this regard, the options for expanding the number of client missions for existing shared services entities will be reviewed thoroughly under this exercise.

31. Within its 2014/15 budget proposals, the Secretariat proposes that the education grant function for field missions, which is currently split between the Global Service Centre and the Regional Service Centre, should be consolidated at the latter as a pilot initiative. If approved, in 2013/14 the Regional Service Centre would begin progressively to absorb responsibilities for processing education grants, responsibilities performed at present at the Global Service Centre. In financial period 2014/15, the Global Service Centre posts for education grant processing would be abolished and the function fully absorbed at the Regional Service Centre

within existing resources. The proposal to establish a global administrative function in the Regional Service Centre presents an opportunity for the Secretariat to test the concept in practice and report back to the General Assembly on the experience. The Secretariat also proposes to use the opportunity to develop a recommended approach for reimbursement or fee-for-service funding for services provided at the Regional Service Centre while remaining in full compliance with the Assembly's guidance on the Centre as a scalable entity. The launch of Umoja Extension 1 for peacekeeping operations in July 2014 is another important driver for this approach. This extension of Umoja will include the education grant process and is an important opportunity to demonstrate the capacity of Umoja to provide global solutions for non-location-dependent functions. The transition of the education grant function for field missions under Umoja can be better supported by the Department of Field Support from a consolidated location rather than from two separate locations, and the timing of the transfer will be planned to minimize the impact of the launch of Umoja Extension 1. The proposal will also result in modest annual savings from post reductions at the Global Service Centre. A cost-benefit analysis of this proposal is provided in annex I to the overview report on the financing of peacekeeping operations for the period 1 July 2014 to 30 June 2015.

32. By the end state, the Regional Service Centre Transportation and Movement Integrated Control Centre will have realized the early achievements in regional air fleet optimization under the global field support strategy, and will have expanded its focus to deliver optimized multi-modal (surface and air) movement and transport solutions for the Centre's client missions as well as supporting regional tasks relating to infrastructure support (upgrades/construction at airfields, oversight over airfield support equipment, other infrastructure in support of movement operations in the region). It will also be coordinating specialized training and certification of movement specialists in the client missions. With respect to its aviation support role, the Transportation and Movement Integrated Control Centre, the Strategic Air Operations Centre and missions have a clearly defined division of labour. The Transportation and Movement Integrated Control Centre supports regional air movement planning, prioritization and analysis for optimizing regional air movements, whereas the execution of in-mission and out-of-mission area air movements is the responsibility of the mission aviation operations centres and the Strategic Air Operations Centre.

33. The management of the Regional Information Communications Technology Service in Entebbe will fall under the overall framework of the Regional Service Centre and will provide effective, efficient and timely non-location-dependent information technology support services to client missions. The Regional Information Communications Technology Service aims to implement coordinated delivery of information and communications technology services and policies in line with the vision and guidance of the Department of Field Support. This approach is based on three principles of information and communications technology regionalization: elimination of duplication of effort; achieving economies of scale and scope; and removing "disparity of service" across missions through standardization. The Regional Information Communications Technology Service will provide centralized oversight for information technologies and communications policies for client missions in accordance with the principles of the global field support strategy and the directives of the Department, while providing a platform for efficiencies and economies of scale.

Field missions

34. By June 2015, improvements to the functions and organization of mission support components will have been realized. Missions will be able to more easily realize the lighter mission footprint concept through access to remotely delivered administrative services and the availability of surge support capacities through shared services. Increasingly freed from transactional service delivery, mission human resources chiefs and budget/finance chiefs will be delivering higher-level advice and mandates enabling solutions for heads of mission and heads of mission support components. In larger missions, the establishment of a Deputy Director of Mission Support overseeing operational issues will enable the Director to focus on enabling mission mandates and oversight of resources. Through the review of supply chain processes and mission support structures, missions will be better organized to ensure improved stewardship of all assets through the life cycle, from planning and acquisition to disposal, including through centralized warehousing and stock control practices.

III. Ensuring end-state achievement

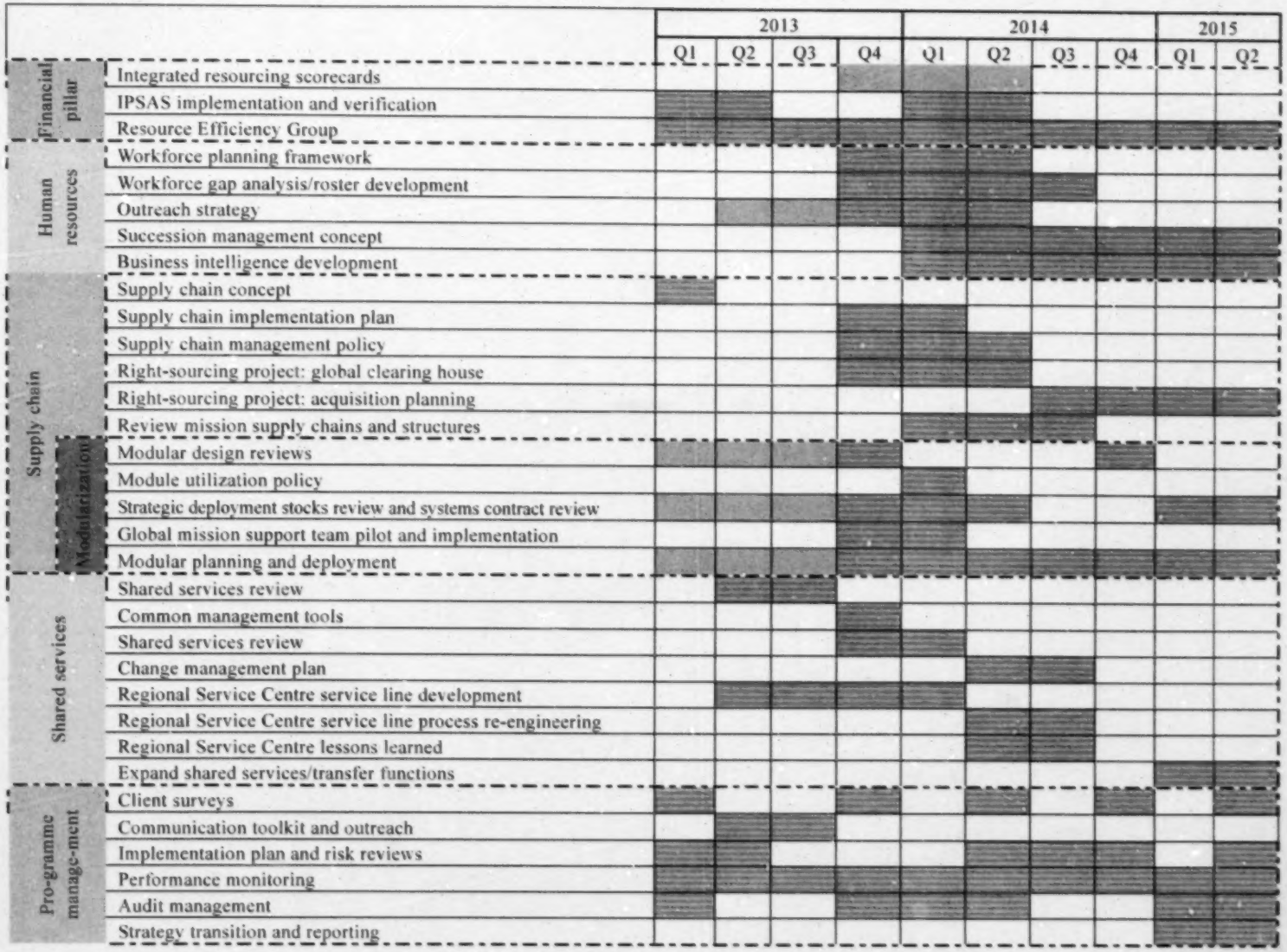
A. Management and oversight

35. The global field support strategy management and oversight tools have been strengthened over the previous year to ensure effective end-state achievement across all pillars. Strategy implementation is now coordinated under a single implementation plan, which is used to plan and monitor performance across the pillars. The implementation plan tracks the status of key activities across the four pillars and provides an accountability tool for the timeliness and quality of products. The plan is monitored monthly by senior management of the Department of Field Support and is tracked and updated by the governance entities. A summary of the implementation plan is at figure I below.

36. In the past year, the Global Field Support Strategy Steering Committee, the Global Service Centre Steering Committee and the Regional Service Centre Steering Committee met regularly to set direction and track implementation progress. Client board meetings are convened biannually and client surveys are conducted on a six-monthly basis by the global field support strategy team in New York, as well as by shared services providers. These surveys provide valuable data on client satisfaction and client priorities to guide performance improvement efforts. The process of sending internal communications to missions has been augmented with a communication toolkit sent to mission leaders and published on the Peace Operations Intranet.

37. Annex I to the overview report on the financing of peacekeeping operations for the period from 1 July 2014 to 30 June 2015 presents the global field support strategy performance management approach that links end-state objectives with performance indicators and concrete targets for June 2015. At the operational level, strong progress continues to be made in setting and reporting on key performance indicators for the shared service entities. The indicators are embedded within service level agreements to support [illegible] alized client-service provider relationships. An important aspect of the el[illegible]agenda with Umoja is the opportunity to draw on that solution as a po[illegible] to[illegible] for data integration and management reporting.

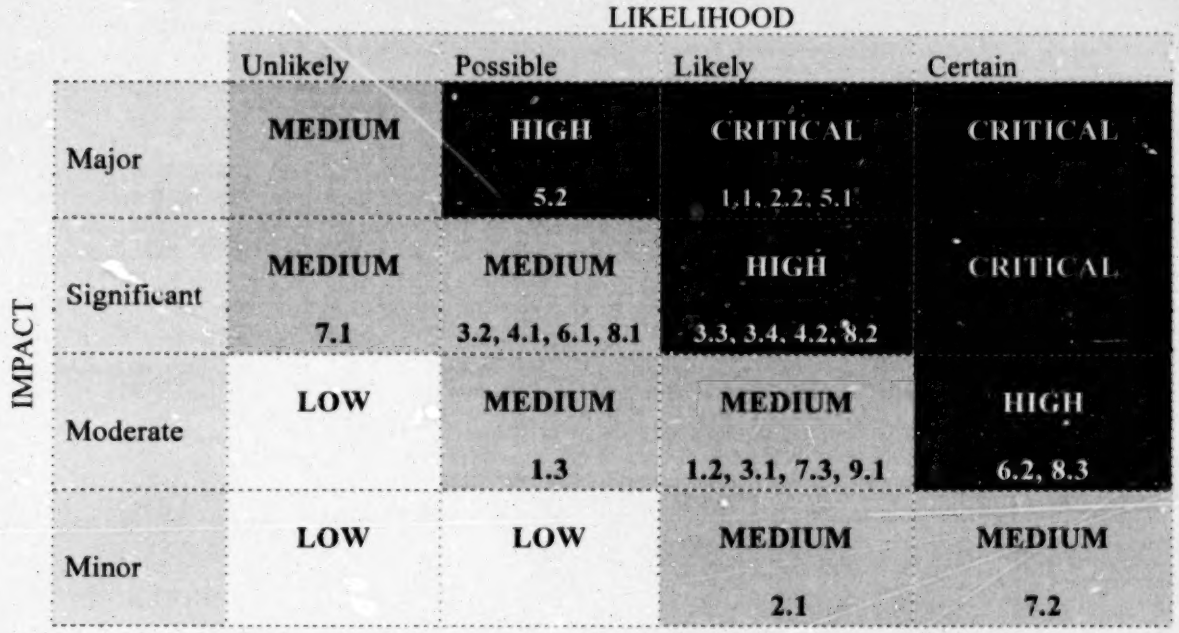
Figure I
Summary global field support strategy implementation plan



B. Risk management

38. The implementation of the global field support strategy pillar end states faces considerable challenges and, as with any ambitious strategy, there have been and will be setbacks as well as delays. A critical component of strategy implementation is an effective risk management approach. The risks of the global field support trategy have now been identified, assessed and managed for each of the strategy's pillars. The risk management framework identifies three broad categories of risk: (a) programme-level cross-cutting risks; (b) project-level cross-cutting risks; and (c) high-level risks to the end-state achievements in each of the four main pillars of the strategy. Risks across and within the pillar have been mapped according to likelihood and impact. Figure II below provides a summary risk map. Risks will be reviewed at meetings of the Global Field Support Strategy, Global Service Centre and Regional Service Centre Steering Committees and will be updated accordingly.

Figure II
Global field support strategy risk mapping



1.1 Limited technology capacity

1.2 Data quality issues

1.3 Concurrent change management agendas

2.1 Delayed project deliverables

2.2 Quality control issues

3.1 Unclear delineation of supply chain roles

3.2 Accessibility of global inventory levels inaccessible

3.3 Global Service Centre clearing house role not realized

3.4 Insufficient asset management controls

4.1 Client demand for modules lacking

4.2 Enabling capacity solutions for modules

5.1 Failure to meet shared service performance delivery targets

5.2 Lack of global shared service architecture

6.1 Ineffective use of civilian capacities modalities

6.2 Workforce planning tools insufficiently utilized

7.1 Standardized funding model not approved for future operations

7.2 Standardized funding model not approved for special political missions and other peacekeeping operations phases

7.3 Resource Efficiency Group unable to identify/deliver efficiencies

8.1 Divergent mission support restructuring

8.2 Lack of change management/training for shared services

8.3 Restructuring barriers limit transfers

9.1 Insufficient process re-engineering expertise

IV. Assessing the benefits of the strategy

39. Three and a half years ago, the global field support strategy set out important objectives to drive improvement in the field support model, summarized as follows:

- Expedited and improved service delivery and mandate delivery
- Strengthened resource stewardship and accountability, including through efficiencies and economies of scale
- Improved staff safety, security and quality of life
- Utilization of local and regional capacity and reduced environmental impact

40. The objectives of the global field support strategy have provided a sound framework for a complex process of change in designing and delivering new structures, systems and tools for the future. The objectives have helped to drive more flexible and innovative decision-making and deliver more efficient approaches to resource management. The principles and objectives of the strategy have promoted a professional service delivery culture embedded within a more flexible, global and integrated service delivery model, which is being asked to respond to a more complex set of demands arising from today's mission settings and mandates. In a time of resource constraints, the strategy has promoted a balanced agenda that has sought to prioritize opportunities that improve service delivery for clients, as well as increase accountability for resources and deliver efficiencies and economies of scale where possible.

41. In line with the recommendations of the Board of Auditors (A/67/5 (Vol. II), para. 188), the Department of Field Support has advanced its efforts during the reporting period to outline a more comprehensive benefits realization plan. Commencing with the present report, reporting on the benefits of the global field support strategy will be guided by the following principles:

- Benefits will be reported against the original objectives of the global field support strategy in order to ensure that results achieved under the strategy are recorded against its stated expectations.
- Benefits will be reported by financial period to align with standard organizational practice and allow for easier, more meaningful analysis over time.
- Savings and costs will be reported cumulatively through financial period 2010/11 to financial period 2014/15, wherever possible, to ensure that stakeholders receive a fuller picture of global field support strategy benefits.
- In line with the objectives of the global field support strategy to improve the speed, quality and efficiency of service to the field, both quantitative and qualitative benefits will be recorded.
- Both direct global field support strategy benefits and indirect benefits relating to departmental and mission-implemented measures to support the objectives of the strategy will be reported.

42. The following section presents substantive global field support strategy benefits realized in financial period 2012/13 and the financial costs and savings for

the same period are presented in annex I to the overview of the financing of United Nations peacekeeping operations for the period from 1 July 2014 to 30 June 2015.

A. Expedited and improved service and support to mandate delivery

43. Global field support strategy benefits to service and mandate delivery during financial period 2012/13 fall into two main categories: (a) surge capacity and support to rapid deployment; and (b) service standardization and productivity gains.

44. During financial period 2012/13, surge capacity and rapid deployment benefits included:

(a) Rapidly deployable expert surge capacity from the Global Service Centre, including deployment of 35 mission support team staff in response to requests from 16 field missions and the Regional Service Centre;

(b) Recruitment and deployment of pre-cleared civilian personnel to new and established missions, including:

(i) Expansion of rosters of civilian experts by 9,192 additional candidates, bringing the total number of rostered candidates to 13,205 as of 30 June 2013;

(ii) Roster-based recruitment for 90 per cent of all recruitments to peacekeeping and special political missions;

(c) Use of modular service packages: deployment from the Global Service Centre of modular services packages in the form of one 1,000-person camp and two 850-person camps in support of the African Union Mission in Somalia (AMISOM) in Mogadishu;[1]

(d) Access to rapid start-up funding: application of the standardized funding model in MINUSMA, authorized by the General Assembly in resolution 67/286 for the mission's first full-year budget in financial period 2013/14.

45. For service standardization and productivity gains, the most significant benefits during the reporting period were derived from shared services provision, including the following:

(a) The first end-to-end service line and associated process re-engineering was introduced at the Regional Service Centre. For the first such service line, entitlement travel benefits, performance against the 14-day target key performance indicator had increased from an 11 per cent baseline to 85 per cent by June 2013;

(b) Embedding of human resources and finance support staff for UNSMIL within Global Service Centre structures, providing:

(i) Increased efficiency and leveraging of existing authorities, expertise, resources and systems delegated to the Global Service Centre;

(ii) Efficiency gains by avoiding duplication of support structures and infrastructure in both Brindisi and Libya (such as the Global Service Centre

[1] Modular solutions are planned for deployment in financial period 2013/14 in MINUSMA. These include accommodation modules, workshops, kitchens, ablutions modules, generator modules, water management modules and wastewater treatment modules.

tender opening committee and the local committee on contracts being utilized for UNSMIL);

(iii) Continuity of backstopping by the Global Service Centre, while UNSMIL relied heavily on temporary duty capacity during its start-up phase.

46. As family duty stations without rest and recuperation entitlements, the Regional and Global Service Centres continued to benefit from improved productivity rates during the reporting period stemming from fewer service disruptions due to staff absences on rest and recuperation breaks and less frequent home leave travel. The same is true for the Kuwait Joint Support Office, which was established in December 2012 as a dedicated back-office for the United Nations Assistance Mission in Afghanistan (UNAMA) and the United Nations Assistance Mission in Iraq (UNAMI), fully in line with the global field support strategy principles.

B. Strengthened resource stewardship and accountability, including through efficiencies and economies of scale

47. Both Headquarters and missions introduced numerous efficiency initiatives during the reporting period in pursuit of the global field support strategy principles and objectives, including:

(a) New turnkey fuel and rations contracts for field missions in financial period 2012/13. Although financial benefits are expected to manifest from financial period 2013/14, qualitative improvements, such as greater diversity of rations for troop- and police-contributing countries, have taken immediate effect;

(b) Reconfiguration and optimization of mission air fleets and improved coordination of assets, including use of long-term charter aircraft for deployment and rotation of troop- and police-contributing countries, with qualitative benefits as well as savings, for example, an average 86 per cent customer satisfaction rate with rotation service provided through use of the B-767 wide-body aircraft, as indicated in surveys of troop- and police-contributing countries;

(c) Centralization of warehouse management and storage facilities in the Global Service Centre and in field missions, for example:

(i) Elimination of seven temporary storage structures at the Global Service Centre, yielding operating efficiencies and greater process standardization and consistency;

(ii) Improved oversight and management of assets and bulk deliveries in complex missions such as UNMISS.

48. In financial period 2012/13 a range of accountability and resource stewardship improvements were realized, for example:

- Missions carried out comprehensive data cleansing of records in the Galileo inventory tracking mechanism, which will assist with improved asset management and improved business intelligence for managing inventory.
- Reinforced inventory control and overall management of equipment owned by the United Nations in UNAMID led to an improvement in 18 out of 24 (75 per

cent) mission performance indicators for resource stewardship and asset management compared to the previous financial period.

49. Under the human resources and shared services pillar, steps were taken in financial period 2012/13 to enhance transparency and accountability, including strengthened performance reporting by shared services providers against agreed service levels and key performance indicators. At the Regional Service Centre, monthly performance reports to client missions and Headquarters divisions commenced in July 2012 and have continued to improve throughout financial period 2012/13, based on client feedback.

C. Improved staff safety, security and quality of life

50. During the reporting period, the shared services pillar enabled client missions to deploy support staff responsible for finance and human resources transactions to more secure, safer, back-office locations. In addition to enabling a lighter mission footprint and lower risk exposure, shared services centres enabled additional benefits, including the ability to attract more female candidates and staff with families. This is particularly so in higher-risk mission areas such as UNSMIL, UNAMI, UNAMA, UNSOM and MINUSMA. Fifty-seven per cent of UNSMIL personnel serving in the mission's back-office at the Global Service Centre and 53 per cent of Regional Service Centre staff are female. This compares favourably with the percentage of female staff in the UNSMIL and the Regional Service Centre client missions.

51. The Secretariat strengthened workplace safety measures for personnel in non-family duty stations, including:

(a) Adoption in December 2012 of the policy for field occupational safety risk management developed by the Departments of Field Support, Peacekeeping Operations and Political Affairs in cooperation with the International Labour Organization (ILO). Sixteen missions have now started implementation of the policy, which covers workplace safety for all United Nations staff, experts on mission and individual contractors in field missions. At the field level, the policy requires all missions to have a focal point reporting to the Director of Mission Support. Missions are also required to put in place an occupational safety committee, undertake risk assessments, develop implementation plans and report monthly;

(b) Incorporation of enhanced security measures into designs of modular service packages by the Global Service Centre. For example, a high-security shelter module was rolled out in Somalia as part of modular camp deployment to AMISOM;

(c) Measures to improve staff welfare programmes, workplace safety and flexible work arrangements under way in missions, for example, the UNAMID road safety campaign, conducted jointly with national authorities throughout the mission area, which resulted in a 30 per cent decrease in road accidents from 2011/12 to 2012/13.

D. Utilization of local and regional capacity and reduced environmental impact

52. In line with the global field support strategy objective of enhancing use of local and regional capacities, numerous missions emphasized measures to strengthen national staff capacity-building and skills training. For example, the United Nations Stabilization Mission in Haiti (MINUSTAH) introduced a three-year comprehensive national civilian capacity-building strategy to further enable professional development of nationally recruited staff.

53. Measures to reduce the environmental impact of field missions were further strengthened during the reporting period. In UNIFIL, solar power has allowed the mission to cover 15 per cent of its energy requirement. Solar power equipment has been deployed to deep field locations in UNAMID. Missions also continued to strengthen their wastewater management programmes to advance environmental health and reduce water usage.

V. Delivering in the field

54. Since it was launched, the global field support strategy has been set against the backdrop of a new and sustained surge in field operations. It has been a particularly dynamic and demanding three years of mission start-up, expansion, drawdown and closure.

55. Since 2010, four new peacekeeping missions led by the Department of Peacekeeping Operations have been launched, in South Sudan, the Abyei Area, Syria and Mali, as well as two large special political missions in Libya and in Somalia led by the Department of Political Affairs. In the same global field support strategy timeframe, three major operational surges were supported, in MINUSTAH in 2010, in AMISOM in 2012 and in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) in 2013. Several smaller offices of United Nations Special Envoys have been opened, as well as the deployment of a United Nations advance team, led by the Department of Field Support, to enable the high-profile work of the Organization for the Prohibition of Chemical Weapons in Syria. In the same timeframe, the United Nations Mission in Chad and the Central African Republic (MINURCAT), the United Nations Mission in the Sudan (UNMIS) and the United Nations Mission in Timor-Leste (UNMIT) were closed and liquidated and a major relocation of MONUSCO resources to the eastern Democratic Republic of the Congo is under way. New and complex support challenges continue to arise that demand innovative solutions, including the Organization for the Prohibition of Chemical Weapons-United Nations joint mission in Syria, the planning for multilayered support options in the Central African Republic, the further expansion of AMISOM in Somalia and the potential deployment of guard forces in three special political missions.

56. This sustained plateau of operational activity, combined with the intensive roll-out of system-wide change management initiatives, has required significant resources, time and attention from the Department of Field Support even while the Department has had to maintain focus on the global field support strategy implementation. Yet, this surging demand for complex field solutions only

underscores the importance of the continuing efforts of the Secretariat and Member States to develop a flexible, responsive global field support framework.

57. As the global field support strategy enters the final phase of implementation, the Secretariat and mission support components in field missions will ensure that the principles and the tools of the strategy are used in the field, particularly in new and dynamic field missions. Those principles and tools have already been applied in recent operations. Shared services entities enabled new field operations to deploy with lighter mission support footprints into harsh and insecure conditions in Somalia, Libya, the Abyei Area, Mali and Syria. As the nature of Security Council mandates and operations continues to evolve, with more deployments in harsh and insecure environments, the benefits of the light footprint concept are paying even greater dividends. The standardized funding model and commitment authority provided faster financing for UNMISS and MINUSMA, which in turn enabled operations to begin faster and better budget utilization rates during start-up. Modular camps were established in Somalia and modular kits are now en route to Mali, and specialized support staff members have been deployed in mission support teams to 16 missions in 2012/13.

58. Building on these early efforts, the Department of Field Support has launched an after action review of the use of global field support strategy tools and principles in Mali to identify concrete improvements in how these tools and techniques can be applied. The Department will ensure that future planning processes and new mission start-ups draw proactively upon the principles, concepts and innovative approaches of the strategy in the next 18 months and beyond. The success of the global field support strategy today and in the future should be measured in large part by the impact it has delivered in the field, and particularly in the newest generation of field missions.

VI. Conclusion

59. On 30 June 2015, the five-year global field support strategy implementation cycle will come to an end, and the benefits realized by the strategy and future performance improvement in field support will be fully mainstreamed into the ongoing work of the Department of Field Support. Although the strategy will end, its objectives and principles are enduring, as will be the many benefits that will have been realized by its completion date. In the next 18 months, the Department will begin work with its clients, the field missions and their parent departments, the Department of Peacekeeping Operations and the Department of Political Affairs, to develop the future approach for strengthening field support delivery beyond the global field support strategy. That approach will be based on clear strategic objectives and delivered through a strong planning and performance management culture in the Department of Field Support and in mission support components. The Office of the Under-Secretary-General of the Department of Field Support will continue to lead this effort in the post-global field support strategy period through the promotion of a continuous performance improvement agenda that will be mainstreamed across the Department, the shared service centres and within field missions.

VII. Actions to be taken by the General Assembly

60. **The General Assembly is requested to:**

(a) **Take note of the present report;**

(b) **Approve consolidation of the education grant processing for field missions in the Regional Service Centre as a pilot and request the Secretariat to report to the General Assembly on the impacts of the consolidation as well as provide recommendations on the financing of services provided by the Regional Service Centre to new client missions.**